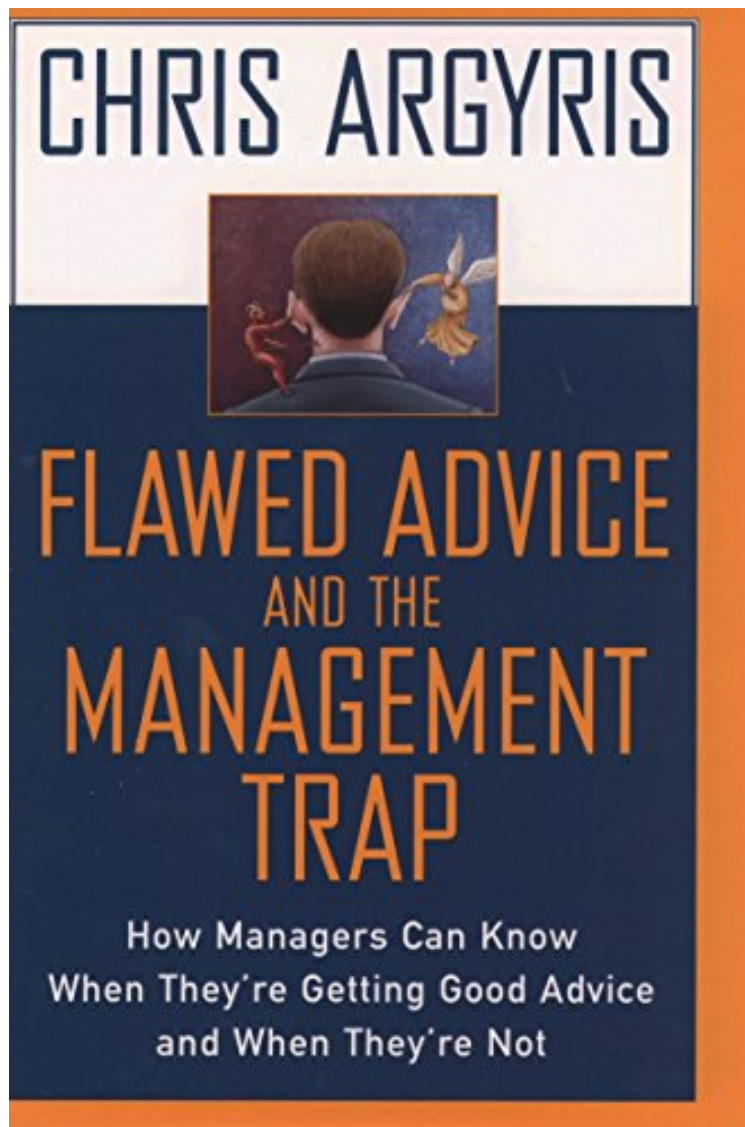


(Get free) Flawed Advice and the Management Trap: How Managers Can Know When They're Getting Good Advice and When They're Not

## Flawed Advice and the Management Trap: How Managers Can Know When They're Getting Good Advice and When They're Not

Chris Argyris

ePub | \*DOC | audiobook | ebooks | Download PDF



DOWNLOAD



+

READ ONLINE

#913259 in eBooks 2000-01-13 2000-01-13 File Name: B007ISSMNO | File size: 75.Mb

Chris Argyris : **Flawed Advice and the Management Trap: How Managers Can Know When They're Getting Good Advice and When They're Not** before purchasing it in order to gage whether or not it would be worth my time, and all praised Flawed Advice and the Management Trap: How Managers Can Know When They're Getting Good Advice and When They're Not:

6 of 6 people found the following review helpful. tools to examine advicesBy Maxim MasiutinThe author presents

tools to examine advices from executives, change consultants, academics, etc., and offers four basic tests for the actionability of advice. The good advice should specify the detailed, concrete behaviors required to achieve the intended consequences; it must be crafted in the form of designs that contain causal statements; people must have, or be able to be taught, the concepts and skills required to implement those causal statements; and the context in which it is to be implemented does not prevent its implementation. Argyris' theory of good advice, being highly practical and actionable, is based on the author's theoretical framework of "Model-II", exposed in his book "Organizational Learning II", co-authored with Donald Schoen. The book does also contain a brilliant section about effective strategic choices, written by Roger Martin in very friendly tone. A high-quality strategic choice, according to Martin, possesses four key attributes: it is genuine; it is sound; it is actionable; and it is compelling. The section uncovers these principles in details. The book shows the difference between external and internal employee commitment to the advices and helps to create and foster internal commitment. You can test the actionability of the advices given in this book using these advices themselves. I would recommend "Organizational Learning II: Theory, Method and Practice" prior to reading this book. I would also recommend "Leading the Revolution" by Gary Hamel in addition to these books. 0 of 0 people found the following review helpful. Five Stars By T. P. Moran An OD classic 0 of 0 people found the following review helpful. Despite how useful or original his ideas are By Achmed McGillicuddy Despite how useful or original his ideas are, Argyris is not a good writer. It is torturous to read him.

Flawed Advice and the Management Trap: How Managers Can Know When They're Getting Good Advice and When They're Not is the first book to show how and why so much of today's business advice is flawed, and how managers and executives can better evaluate advice given to their firms. Practitioners and scholars agree that businesses in the coming millennium will be managed differently than firms of the 20th century. And getting there from here, according to today's best advice, will require creative change. In this pioneering work, Argyris, one of the world's leading organizational thinkers, reviews a wide array of business advice from the best and brightest thinkers and consultants and concludes that as appealing as their ideas may be, most of them are simply not workable. They are too full of abstract claims, logical gaps, and inconsistencies, to be useful. And ironically, even when their recommendations are implemented correctly, the result is often failure. Why do these gaps in logic exist, and how can they be more effectively discovered? Applying a disciplined critique to numerous representative examples of advice about leadership, learning, change, and employee commitment, Argyris shows readers how to be more critical of the advice they are given, how to learn new approaches for appraising employee performance, and how to generate an internal commitment to values and better strategy. In our ever expanding global market, innovative business advice is at a premium, and giving this advice has become a lucrative industry in and of itself. This book provides the critical lens necessary to evaluate which advice is best for your organization.

.com Management consulting is big business. Consultants often make very good money, and the good ones throw intriguing ideas on the table and get people excited about their work. But is any of their advice actually useful? Does it get implemented and lead to more productive workplaces? Chris Argyris thinks that most of it doesn't work, because it has too many "abstract claims, inconsistencies, and logical gaps to be useful as a concrete basis for concrete actions in concrete settings." No matter what managers hear from consultants, they ultimately resort to these five behaviors, according to Argyris: State a message that's inconsistent ("You're in charge of this, but check in with Steve"); act as if it's not inconsistent; make the inconsistency undiscussable; make the undiscussability undiscussable; act as if you're not doing any of the above. Flawed Advice and the Management Trap shows managers how to break out. He shows that a choice is sound when the emphasis is on facts and accumulated data and isn't influenced by the relative power positions of the people involved. Top company managers and human-resources professionals will probably find this book most interesting. For them, the ideas in Flawed Advice and the Management Trap show the path away from a management style that breeds resentment and internecine warfare and points toward one that allows the facts to speak for themselves. --Lou Schuler "This is a book of monumental importance in the field of organizational change, from the world's leading authority in the organizational sciences. His insight into why change agents frequently fail to achieve their objectives draws not only on his years of scholarly work in the field but also on his enormous corporate experience and his unique ability to articulate this. A MUST for all HR executives and change agents." --Cary L. Cooper, BUPA Professor of Organizational Psychology and Health, University of Manchester Institute of Science and Technology About the Author Chris Argyris is James Bryant Conant Professor of Organizational Behavior, Emeritus at Harvard University.